Perspectives on Licensure
Emerging Professionals and Firm Leaders

SURVEY REPORT

AEP Academy for Emerging Professionals

AIA California Council

in collaboration with **Strogoff Consulting, Inc.**

Introduction

Becoming a licensed architect is a career milestone, professional accomplishment, and the culmination of education, experience and examination.

In discussions with emerging professionals and with firm leaders, the AIA California Council heard different perceptions about the levels of support that firms provide to emerging professionals on their paths to licensure.

The AIA California Council, as part of its mission to promote licensure, conducted separate surveys of emerging professionals and of architecture firms throughout California to better understand in more tangible terms what emerging professionals and firm leaders respectively value about licensure and what each group thinks firms are providing to actively support and promote licensure.

15 questions were asked in both of the surveys. The responses indicate that, while there are areas of commonality, there are also areas where emerging professionals and firm leaders hold different perceptions.

The surveys and this report seek to:

- Identify differences in how emerging professionals and firm leaders perceive the level of support that firms provide to emerging professionals on their path to licensure.
- Shed light on what firms are currently doing well, and what firms can do better to support emerging professionals on their path to licensure.
- Provide emerging professionals with insights to inform and elevate licensure dialogue with their firms and their colleagues.

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Communication

Based on the results of Question 1, both emerging professionals (EPs) and firm leaders place a high value on licensure. However, there is a perception gap with respect to the value that firms place on licensure. Perception gaps are apparent throughout the survey results in part due to ineffective communication.

In Question 2, a significant gap is clearly apparent with respect to communication effectiveness. Firm leaders indicate that they are doing a much better job of articulating the benefits of licensure and supporting the process then EPs perceive that firms are doing. Firm leaders had an average ranking of 3.43 on a scale of 1 to 5, while EPs ranked firms with an average of 2.53.

This gap indicates that better communication and more dialogue is needed between EPs and firm leaders relative to how effectively firms support and promote licensure.

Q1: To what extent is licensure valued?
No Value (1) to High Value (5)

To what extent do you value licensure	4.5 / 4.8
To what extent does your firm value licensure	3.9 / 4.7

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Q2: How effectively does your firm discuss the following?
Least Effectively (1) to Most Effectively (5)

Identifying the benefits of licensure for emerging professionals	2.6 / 3.6
Identifying the benefits of licensure for the firm	2.7 / 3.7
Identifying the benefits of licensure for the profession	2.6 / 3.7
Identifying the benefits of licensure for the community	2.4 / 3.4
Improving IDP/AXP process	2.2 / 2.8
Firm policies that support licensure path	2.8 / 3.6
Challenges associated with firm's ability to support licensure path	2.4 / 3.2

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Reimbursement

The costs associated with becoming a licensed architect (exam preparation and fees, time commitment, and maintaining licensure) present significant challenges for both EPs and their firms.
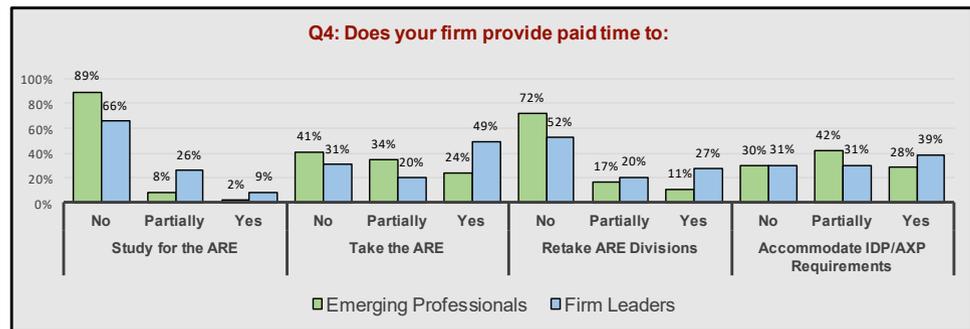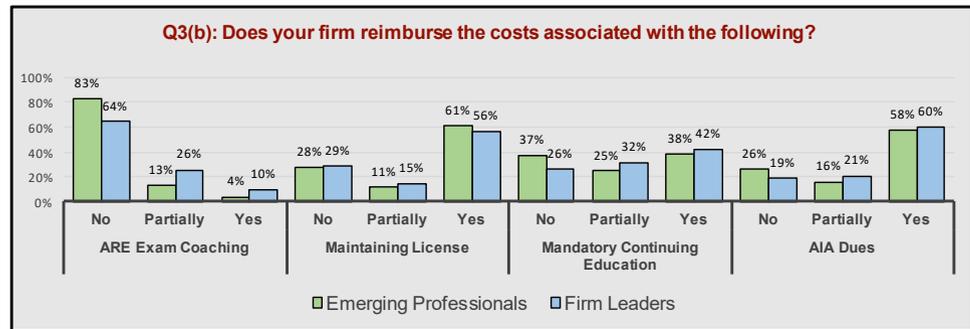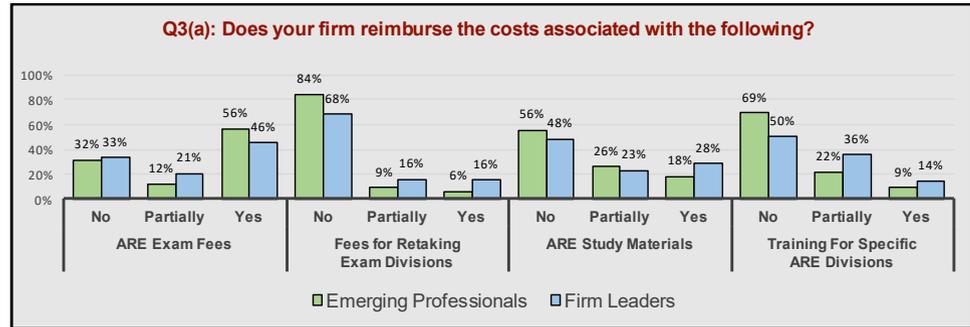
When asked in one of the survey's open questions (see Appendix) "What could your firm do better to support licensure?" 44% of EPs responses related to reimbursement.

In Question 3, there is a reasonable alignment with respect to all but two of the cost areas, where less than 50% of both EPs and firm leaders indicate that firms reimburse the costs.

This raises the question of whether all firms should reimburse the many aspects of licensure costs.

Responses to Question 4 indicated large gaps relative to firms providing time off to study for and to take the ARE; and for the time required to accommodate IDP/AXP. When recently licensed EPs were asked "what were the greatest obstacles encountered within your firm?", 34% of the responses related to time constraints.
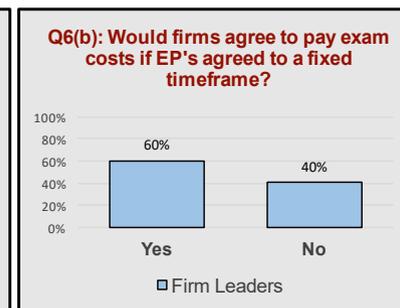
Q3(a): Does your firm reimburse the costs associated with the following?

	No	Partially	Yes
ARE Exam Fees	32% / 33%	12% / 21%	56% / 46%
Fees for Retaking Exam Divisions	84% / 68%	9% / 16%	6% / 16%
ARE Study Materials	56% / 48%	26% / 23%	18% / 28%
Training For Specific ARE Divisions	69% / 50%	22% / 36%	9% / 14%

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Q3(b): Does your firm reimburse the costs associated with the following?

	No	Partially	Yes
ARE Exam Coaching	83% / 64%	13% / 26%	4% / 10%
Maintaining License	28% / 29%	11% / 15%	61% / 56%
Mandatory Continuing Education	37% / 26%	25% / 32%	38% / 42%
AIA Dues	26% / 19%	16% / 21%	58% / 60%

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Q4: Does your firm provide paid time to:

	No	Partially	Yes
Study for the ARE	89% / 66%	8% / 26%	2% / 9%
Take the ARE	41% / 31%	34% / 20%	24% / 49%
Retake ARE Divisions	72% / 52%	17% / 20%	11% / 27%
Accommodate IDP/AXP Requirements	30% / 31%	42% / 31%	28% / 39%

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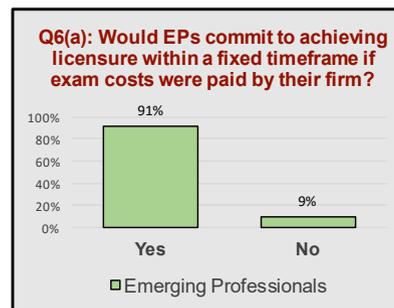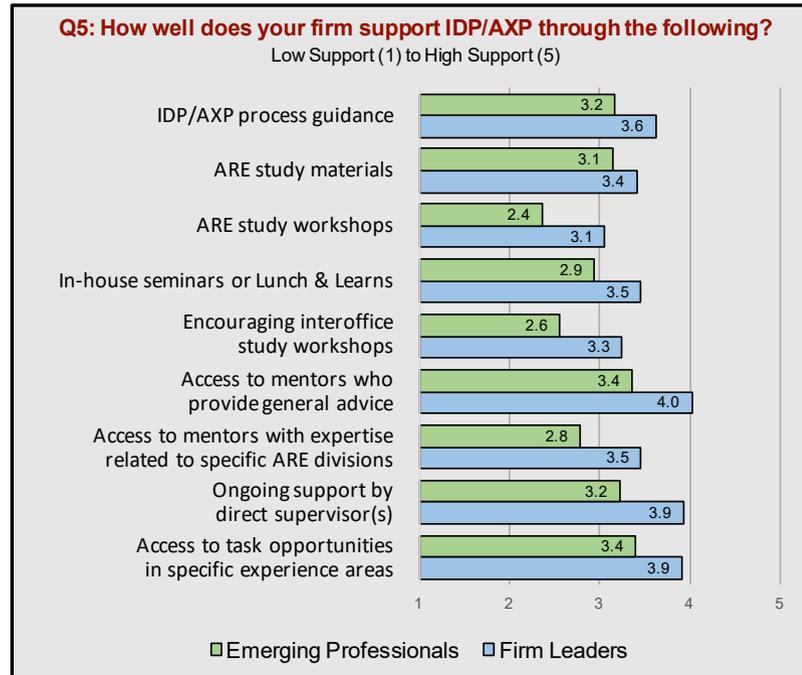In collaboration with **Strogoff Consulting, Inc.**

Encouragement and Support

When firm leaders were asked "What could your firm do better to support licensure?", 55% of the responses related to encouragement and support.

In Question 5, again a consistent gap exists between how well firms think they are doing and how well EPs perceive firms are doing.

The area where support is lowest is ARE study workshops. When EPs were asked "What could your firm do better to support licensure?", 38% of the "encouragement and support" related comments related to developing and supporting study groups. When EPs were asked "what strategies or resources were most valuable in obtaining your license?", 52% of the responses related to study materials and study groups.

In Question 6, EPs indicated that if financial support was provided by their firms, they would agree to committing to a fixed timeframe for completing the licensure process, and 60% of firm leaders agreed.

Q5: How well does your firm support IDP/AXP through the following?
Low Support (1) to High Support (5)

Category	Emerging Professionals	Firm Leaders
IDP/AXP process guidance	3.2	3.6
ARE study materials	3.1	3.4
ARE study workshops	2.4	3.1
In-house seminars or Lunch & Learns	2.9	3.5
Encouraging interoffice study workshops	2.6	3.3
Access to mentors who provide general advice	3.4	4.0
Access to mentors with expertise related to specific ARE divisions	2.8	3.5
Ongoing support by direct supervisor(s)	3.2	3.9
Access to task opportunities in specific experience areas	3.4	3.9

□ Emerging Professionals □ Firm Leaders

Q6(a): Would EPs commit to achieving licensure within a fixed timeframe if exam costs were paid by their firm?

Yes: 91%
No: 9%

□ Emerging Professionals

Q6(b): Would firms agree to pay exam costs if EP's agreed to a fixed timeframe?

Yes: 60%
No: 40%

□ Firm Leaders

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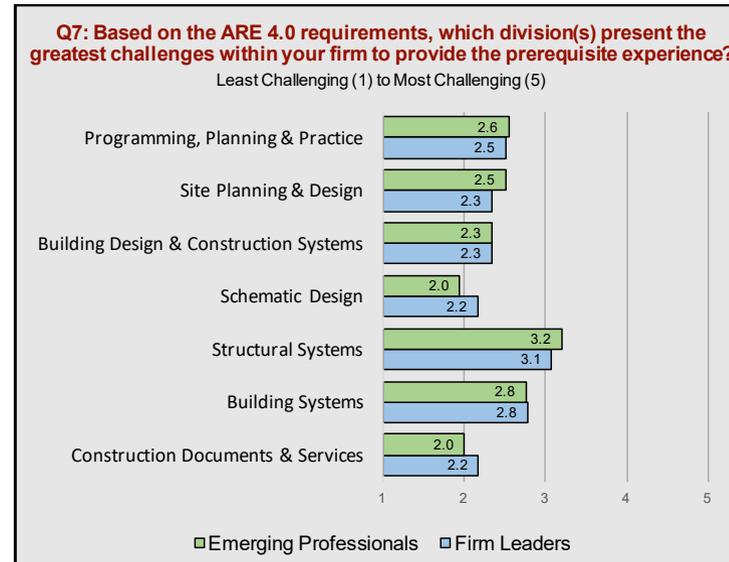In collaboration with **Strogoff Consulting, Inc.**

Experience

While significant gaps exist with respect to communication, reimbursement, and support; the perceptions of EPs and firm leaders align with respect to the challenges associated with obtaining the experience required to meet the licensing requirements.

In Question 7, obtaining experience relative to structural systems and building systems was reported to present the greatest challenge.

In Question 8, the greatest challenges obtaining experience regarding ARE 5.0 related to gaining adequate practice management and construction phase experience.
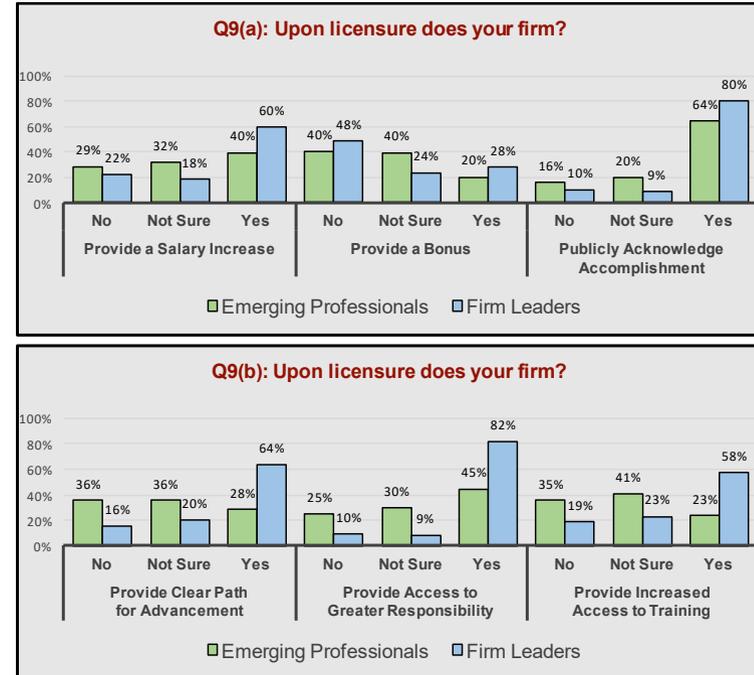
Based on the results of Questions 7 and 8, and the fact that when asked "what can firms do better?" only a few responses related to gaining workplace experience, it can be inferred that EPs are gaining the types of experience necessary to become licensed and to practice.

Q7: Based on the ARE 4.0 requirements, which division(s) present the greatest challenges within your firm to provide the prerequisite experience?

Least Challenging (1) to Most Challenging (5)

Division	Emerging Professionals	Firm Leaders
Programming, Planning & Practice	2.6	2.5
Site Planning & Design	2.5	2.3
Building Design & Construction Systems	2.3	2.3
Schematic Design	2.0	2.2
Structural Systems	3.2	3.1
Building Systems	2.8	2.8
Construction Documents & Services	2.0	2.2

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Q8: Based on the ARE 5.0 requirements, which division(s) present the greatest challenges within your firm to provide the prerequisite experience?

Least Challenging (1) to Most Challenging (5)

Division	Emerging Professionals	Firm Leaders
Practice Management	2.9	3.2
Project Management	2.7	2.7
Programming and Analysis	2.6	2.6
Project Planning and Design	2.3	2.4
Project Development and Documentation	2.1	2.4
Construction and Evaluation	2.7	2.9

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Recognition and Appreciation

Responses to Question 9 indicate gaps related to salary, bonus and public acknowledgement. These gaps become significant with respect to professional advancement, greater responsibility, and increased access to professional development opportunities. In fact, these are the largest gaps within the entire survey.

While financial rewards and acknowledgement motivate some EP's to become licensed, the prospect of career advancement, greater professional responsibility and professional development appears to be a far greater incentive.

Q9(a): Upon licensure does your firm?

	No	Not Sure	Yes
Provide a Salary Increase	29% / 22%	32% / 18%	40% / 60%
Provide a Bonus	40% / 48%	40% / 24%	20% / 28%
Publicly Acknowledge Accomplishment	16% / 10%	20% / 9%	64% / 80%

■ Emerging Professionals   ■ Firm Leaders

Q9(b): Upon licensure does your firm?

	No	Not Sure	Yes
Provide Clear Path for Advancement	36% / 16%	36% / 20%	28% / 64%
Provide Access to Greater Responsibility	25% / 10%	30% / 9%	45% / 82%
Provide Increased Access to Training	35% / 19%	41% / 23%	23% / 58%

■ Emerging Professionals   ■ Firm Leaders

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Academy for Emerging Professionals

The AIACC's Academy for Emerging Professionals is comprised of highly motivated individuals and represents the collective voice and source for information and support regarding the career development for emerging professionals throughout California in the early stages of their architectural careers. However effective in pursuit of their mission, the majority of both emerging professionals and firm leaders indicated that they are not familiar with the academy.

Q10: Are you familiar with the Academy of Emerging Professionals (AEP)?	EPs	Firm Leaders
Very familiar	9.9%	17.5%
Somewhat familiar	26.1%	25.9%
Not very familiar	21.1%	28.7%
Not at all familiar	43.0%	28.0%

Summary

While there is strong evidence that most California architecture firms value licensure and do provide resources and encouragement to support paths to licensure, there are significant gaps in how emerging professionals and firm leaders perceive this level of support and how firms reward their valued employees upon receiving their license. The results of the surveys suggest that 1) each firm should reevaluate their policies about actively supporting paths to licensure, and 2) more dialogue is needed between emerging professionals and firm leaders to discuss the roles that firms should assume in supporting paths to licensure.

The AIA California Council and Academy for Emerging Professionals hopes that this report facilitates this dialogue and provides quantitative data that enables all stakeholders in the licensure process to identify and implement programs that encourages more emerging professionals to seek licensure, rewards firms for their support of the licensure process, and furthers the growth of our profession.

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Survey Method and Sample Statistics

The survey was distributed by AIACC to its more than 7,000 members. In addition, the survey was publicized by the Academy for Emerging Professionals.

The survey was open from September 28, 2016 through October 14, 2016. An average of 170 EPs and 164 firm leaders completed each question.

The following tables highlight some survey statistics and demographic details.

Q11(a): Emerging Professional Respondents	
Emerging professional pursuing licensure	46.7%
Licensed within the last ten years	51.8%
Other	1.5%

Q11(b): Firm Leader Respondents	
Owner/Principal	84.2%
Operations/Administrative Leader	1.8%
IDP/AXP Supervisor/Mentor	2.6%
Other	11.4%

Q12(a): Years of experience	EPs
Less than 1 year	0.7%
1 – 2 years	11.3%
3 – 5 years	17.6%
6 – 10 years	15.5%
More than 10 years	54.9%

Q12(b): Years of experience	Firm Leaders
5 – 10 years	1.4%
11 – 15 years	0.0%
16 – 20 years	3.5%
more than 20 years	95.1%

Q13: In what size firm are you currently employed?	EPs	Firm Leaders
1 – 5 people	7.7%	35.4%
6 – 15 people	14.7%	24.3%
16 – 30 people	19.6%	11.8%
31 – 75 people	23.8%	11.8%
76 – 250 people	11.9%	6.9%
More than 250 people	21.7%	9.7%

Q14: What is your gender?	EPs	Firm Leaders
Male	51.1%	79.3%
Female	48.9%	20.7%

Q15: What is your age?	EPs
Less than 25	2.8%
25 – 29	18.2%
30 – 34	24.5%
35 – 39	25.2%
40 – 44	8.4%
45 or older	21.0%

Q15: What is your age?	Firm Leaders
Less than 25	0.0%
25 – 34	0.7%
35 – 44	2.8%
45 – 54	16.8%
55 or older	79.7%

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Appendix

The surveys included six "open" questions; these are the unedited responses.

QUESTION ONE:

"What is your firm currently doing well to support licensure?" was asked of both EPs and firm leaders. The question received 222 responses from EPs and 285 responses from firm leaders.

– 54% of EPs responses and 36% of firm leader responses were related to reimbursing the costs associated with licensure
– 36% of EPs responses and 53% of firm leader responses were related to encouragement and support
– 5% of EPs responses and 6% of firm leader responses were related to salary and bonus
– 5% of EPs responses and 5% of firm leader responses were related to appreciation and recognition

Following are the EPs responses (edited to remove duplicates):

Reimbursement
– Allowing PTO for tests
– ARE study mat'l available to check out
– Books and resources available free in library
– Contributing towards the cost of essential study materials
– Flexibility on the part of most managers when it comes to taking time off
– Has an annual education stipend to supplement ARE & APX costs
– Partial payment for passed tests
– Pay all renewal costs

– Pay for AIA membership
– Pay for classes/workshops
– Pay for some study material
– Pay for time off to take exams
– Pay for updated study materials
– Pays for license and continuing education
– Provide ARE study material - Kaplan
– Providing access to online study support (Black Spectacle)
– Providing an up to date library of ARE study materials which are available for all to borrow
– Providing time to study for the exams
– Reimburse ARE and NCARB expenses
– Reimburse fees for successful completion of all exams
– Reimburse half of passed ARE exam cost
– Reimbursement upon licensure
– Reimbursing 8 hours of testing per year
– Scheduled time off for study
– Small yearly stipend towards exam fees

Salary / Bonus
– $2,000 raise in salary
– Better position/salary with license
– Bonus and salary increase upon the completion of licensure
– Bonus upon licensure
– Providing bonus upon licensure to reimburse exam costs
– Salary Increase
– Suggesting a bonus, but not promising

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Appendix

Appreciation
- Acknowledge and supports candidates publicly
- Acknowledge newly licensed
- Acknowledge passing exams
- Announce when tests are passed
- Celebrate licensure
- Celebrate when people pass exams
- Promotions
- Recognition within office
- Verbally appreciates it

Encouragement / Support
- Active AXP supervisor support
- Answering all my questions on how to build well
- ARE focused discussions lead by licensed architects
- Asking about what tests you have passed
- Asking when the next test will be taken
- Assigned office "mentor"
- Becoming licensed is required for career advancement to Associate
- Discuss at yearly reviews
- Discuss casually throughout the year
- Diversity of job roles - we're able to get time in all areas
- Encourage education and development
- Encourage emerging professionals to pursue licensure
- Encourage employees to begin testing
- Encourage IDP
- Encourage mentorship
- Encourage study groups
- Fostering a learning and encouraging environment

- Giving us a variety of work if we need it for experience hours
- Help network with other emerging professional through local AIA chapter
- Higher level positions only available to licensed architects
- Hours in many categories
- Identified an ARE champion
- Identify benefits to the firm
- Identify benefits to the individual
- Informal discussions
- In-house ARE study sessions
- In-house AXP Coordinator
- It is a prerequisite to promotion
- Licensure advocate leaders for each office
- Made it clear they value licensure
- Makes the IDP Process uncomplicated
- Management volunteer time at lunch to run ARE seminars
- Many types of projects
- Monthly meetings to discuss who is on track for licensure
- More than 60% of the firm is licensed - great mentors
- Occasional verbal reminders to get licensed
- One of our architects published a book called ARE Hacks to mentor emerging professionals
- Peer support
- Practice exams
- Previous firm: Supervisor was quick to approve IDP hours. He didn't drag it out or make it an issue.

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Appendix

Encouragement / Support (continued)
- Provide an online forum for those within the firm to discuss licensure
- Provides IDP Mentors
- Providing lots of opportunities for lunch and learns with AIA credit
- Providing proper work hours to specific divisions
- Providing various experience opportunities in various phases of design and construction, nationally and internationally
- Pushing to take the next test
- Small firm wide range of work in different IDP areas, but you have to pursue that yourself--not handed to you
- Started ARE focus group for all on the process to share knowledge and support each other
- Support of personal goals
- The breadth of resources made available to the staff is outstanding
- Timesheet categories to track AXP hours
- Verbal encouragement of my licensing goals
- Very supportive and open to questions
- When asked, most professionals are happy to provide mentorship/advice to those pursuing licensure

Following are the firm leader responses (edited to remove duplicates):

Reimbursement
- Access to information and materials
- Allow time off for study and exams
- Allow time off to prepare and take seminars and exams
- Allowing time to study

- Easy scheduling of day off to take exam
- Increasing reimbursement for each passed exam
- Offering flexible work schedule for studying
- Paid passed exam fees
- Paid time off to take exams
- Paid for seminars
- Paid for the cost of the exam upon licensure
- Paid for AIA membership
- Paid for ARE study sessions
- Paid for exam cost and time off to take the exam (first time)
- Paid for half of all exams costs
- Paid for seminars related to practice
- Paid for the AIA SF ARE exam program
- Provide comprehensive ARE study materials and opportunities to study with their peers
- Provide paid internship
- Providing Study materials
- Providing study materials and study teams
- Purchase all material and update when new
- time off (without pay) for studying and taking the exam
- We encourage it by paying for prep + continuing ed classes
- We encourage it by paying for the 1st take of each test
- We provide flex time for staff to study for the exam
- We provide some financial support for exam costs

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Appendix

Salary / Bonus
- Bonus and career opportunity upon licensure
- Bonus and salary increase upon licensing
- Financial rewards for initial licensure
- Promotions, Bonuses, more responsibility, leadership track
- Provide a pay raise upon licensure
- Provide recognition and a bonus for staff that earns their license
- Salary increase for licensed architect

Appreciation
- Celebrating and publicizing to clients licensed architects
- Emphasis for promotion
- Have an in-office network of recently licensed architects
- Increase in responsibilities and stature within Firm upon licensure
- New job title
- promotion
- Providing responsibility commensurate w licensure
- Publicizing people passing in the office
- Recognition

Encouragement / Support
- Accounting system set up to enter/track IDP credit hours
- Acknowledging the importance of licensure
- Active mentoring
- After hour exam prep with office principals
- Annual review is structured to correspond with IDP subject divisions
- Be available

- Being as encouraging as possible, and understanding when "life" gets in the way - while still pushing the importance of licensure to a young professional
- By being a great mentor
- Ceiling you can't advance beyond without license
- Coaching and supporting
- Constant discussion
- Continuously promoting the value of licensure in employee reviews
- Create opportunity to complete different ARE sections
- Creating an awareness of what is happening of all levels everything within our practice
- Cultivating professional development
- Define the reality of a license
- Discuss weekly
- Emerging Professionals group
- Emerging Professionals working directly with Architects daily.
- Encourage ARE's in timely manner
- Encourage internal and external study groups
- Encourage our juniors to start the project
- Encourage participation with professional organizations
- Encourage staff to study for license
- Encouraging candidates to seek other seminars that are outside of the firm's scope of seminars.
- Encouraging continuous education
- Encouraging study time for exams
- Engaging each employee from day one to be full participants in each project
- Expresses it as a clear priority for the practice

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Appendix

Encouragement / Support (continued)

- Giving employees experience in the practice of architecture
- Good experience at our firm for real world work
- In house learning and lunch and learn
- in house learning opportunities
- In-house Education and Training bi-weekly
- Internship & job shadowing opportunities
- It is a matter of self respect to fulfill and honor one's training and education
- Learning modules presented by principals
- Make employees aware when AIA will pay fees
- Make sure they get all of their IDP hours
- Monthly AXP support meetings
- Moral support
- Moral support & encouragement
- Offering seminars and workshops for IDP Divisions
- Open Office with principals working with emerging professionals training
- Openly discuss its importance and offer mentoring
- Organizing and encouraging path to licensure
- Partners teach classes
- Path to partnership
- Peer to Peer mentoring for study
- Personal help from licensed / previous test takers
- Provide a senior leader responsible for guiding coaching all arch staff through licensure
- Provide cross-platform experience for AXP/IDP
- Provide variety of experience across projects
- Providing experience in real building projects

- Providing positive learning atmosphere
- Require for advancement
- Set goals with the employees
- Strong EP program
- Study sessions in-house
- Support AIASF ARE Pact
- Support importance to past role in managing owners design and construction process
- Supported by all Sr. Leadership
- Supporting studying for exam
- Systematic "lessons learned" sharing
- Take to AIA Lunch & Learns & in office L& L's monthly.
- Try to explain advantages to eligible employees who don't want to become licensed
- Value each team member
- We actually talk about it with young emerging professionals
- We encourage it by talking frequently about the importance of licensure for the individual and the profession
- We insist that staff become licensed
- Weekly lunch and learns
- Work with staff to make sure that their experiences introduce them to all of the aspects of the profession necessary to complete IDP and be ready for the exams.

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Appendix

QUESTION TWO:

"What could your firm do better to support licensure?" was asked of both EPs and firm leaders. The question received 216 responses from EPs and 165 responses from firm leaders.

- 44% of EPs responses and 29% of firm leader responses were related to reimbursing the costs associated with licensure
- 44% of EPs responses and 55% of firm leader responses were related to encouragement and support
- 8% of EPs responses and 8% of firm leader responses were related to salary and bonus
- 3% of EPs responses and 7% of firm leader responses were related to appreciation and recognition

Following are the EPs responses (edited to remove duplicates):

Reimbursement
- Access to study materials
- Actively incentivize studying, taking exams, pay for dues/fees
- Actual repayment of exam fees, not just promises
- Allow people totals tests during work hours
- Allow time off - really allow
- At least partial financial support for passed exams
- Compensate for study time
- Dedicate time & overhead costs to support development and licensure
- Flex work schedule - 9/80 to allow full days of study
- Full payment
- Give paid time off for taking exams

- Give time to study or take the test
- improve internal resources for exam prep material
- Increase annual education stipend to cover more costs
- Increase stipend to appropriately reflect high costs of exams
- More paid time off for testing (currently only 40 hours)
- Pay All Exams
- Pay for AIA dues
- Pay for classes
- Pay for seminars, and up to date study materials.
- Provide access to online study material
- Provide current study materials.
- Provide time to study
- Reimbursement for passed exams
- Reimbursement for retake
- Remove all financial burden

Salary / Bonus
- A promise of promotion/salary increase upon licensure
- Clear salary increase upon licensure
- Monetary incentive for gaining licensure within a time frame
- Pay employees more for becoming licensed.
- Provide bonus upon licensure
- Published amounts for standard bonus and/or raise upon licensure
- Small salary increase per each passed exam as incentive to keep going

Appendix

Appreciation
- Clear path to advancement
- Elevate those who became licensed.
- Increased probability of promotion
- More incentives for receiving licensure
- Provide a clear change in title/position based on licensure
- Provide more clear advancement opportunities for licensed staff

Encouragement / support
- Accommodate IDP hours more
- Advocate the importance of licensure to clients and profession
- Be intentionally involved in people's goals
- Be more vocal about encouraging licensure
- Better coordination of interns that are taking tests
- Bring in experts for ARE sessions
- Care if I was licensed
- convey the importance of licensure to younger staff
- Coordinate project deadlines/ responsibilities when testing
- Create study groups and provide study material
- Develop culture of mentorship
- Diverse responsibilities toward all categories
- Educate management on IDP hours and categories
- Encourage more group study sessions
- Encourage peer and elder support.
- Exposure to all exam topics in normal work experience
- Have licensed senior management give a class
- Have mentors/HR group track candidates and ask how they could be better supported
- Invite Professionals to assist in training

- Lay out a specific path and time frame for those who are actively pursuing licensure
- Make connections between candidates and licensees
- Make it easier to gain experience, hours needed, for AXP and knowledge that will help on exams
- More awareness within office of study options
- More direct time with the architect
- More one on one topic mentorship
- More open about direct benefits
- More opportunities to work on a variety of projects in all phases.
- Not expect candidates to work tons of overtime when studying
- Paint a picture what my licensure will look like for the company
- Paying for study groups
- Periodic bimonthly IDP reviews, not waiting for yearly reviews
- Provide a structured format for completion of IDP/AXP hours
- Provide a structured mentorship program for those pursuing licensure
- Provide continuing education seminars weekly in-house
- Provide general support - championing those making the effort to go through the process
- Provide greater access to practice mgmt. and business picture
- Provide More Challenging Items for Employees to work on
- Provide workshops for exams
- Regular Q&A meetings for licensees.
- Take AXP needs into account when discussing staffing
- Timeline the process and steps

Appendix

Following are the firm leader responses (edited to remove duplicates):

Reimbursement
- Assist candidates in planning the time to take - too often candidates get too busy on projects and neglect the exams
- Determine how to better share purchased study materials
- Financial support
- Fully fund exams and time off to take them
- Fully fund prep classes and material
- Help fund some ARE prep course
- Maintain a library of study guides
- Pay 100% od AIA dues
- Pay for coaching
- Pay for costs associated with getting licensed
- Pay for exam seminars
- Pay for preparation courses
- Pay for seminars
- Pay for testing
- Pay for time to take the test
- Paying for everything
- Provide more financial support
- Purchase online or printed training materials for study program
- Time off for study
- We pay an annual stipend- perhaps it could increase

Salary / Bonus
- Award bonuses and increase pay for obtaining license
- Bigger pay increase

- Compensation clearly greater than unlicensed professionals
- Give bonus or raise when licensure is achieved
- Give bonus when licensed
- Raise salary

Appreciation
- Broadcast via social media successes
- Celebrate it more
- Formalize increase in benefits and responsibility
- More acknowledgement of successful licensure
- More targeted support of licensing for key personnel
- New title
- Position promote
- Profit sharing
- Public recognition of new Licensure
- Publicize more

Encouragement / Support
- Allow work time for licensure study and exams
- Be more formal for IDP requirements
- Better links to outside mentors
- Bring in professionals to help coach
- Bringing in assistance
- Creating work groups that can focus together on goal
- Deeper involvement in office management
- Design a 'path to licensure' track to make sure IDP/AXP hours are met in a certain timeframe

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Appendix

Encouragement / Support (continued)

- Develop a program to keep candidates focused on licensure study and examinations
- Devote additional time
- Discuss benefits of licensure more frequently
- Early phase design
- Encourage Inter-office ARE study seminars
- Encourage more people to join local AIA chapters
- Exposure to areas that are business related
- Find other young professionals in the area to join support and study groups
- Focused mentorship of key areas
- Foster better internal study groups/activities
- Having classes
- Identify benefits
- Keep tabs on who is going after licensure
- Let them know what to expect on the oral
- Let them participate on areas of practice where normally not involve
- Lunch n Learns
- More broad experience exposure
- More inter-office and/or regional study groups
- more outreach
- More pro-active measures to involve candidate in practice areas
- More specific directed tasks
- Perhaps establish a signed agreement with candidates that establishes responsibilities and bonus incentives
- Proved a clearer path
- Provide more support for study

- Provide more training specific to exams
- Providing access to other architect for great knowledge of themselves and where they are going
- Reexamination review support
- Small staff size limits group study opportunities
- Strengthen the IDP advisors' experience with the new exam so that they can better support staff
- Time limit
- Tracking progress
- Understand better what incentivizes candidates
- Understand the evolving process better

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Appendix

QUESTION THREE:

"For those who recently became licensed, what were the greatest obstacles encountered within your firm?" was asked of EPs. The question received 79 responses.

- 37% of EPs responses were related to time constraints
- 19% of EPs responses were related to encouragement and support
- 18% of EPs responses were related to other issues
- 15% of EPs responses were related to experience
- 11% of EPs responses were related to reimbursing the costs associated with licensure

Following are the EPs responses (edited to remove duplicates):

Time constraints
- Balance between work and time to study
- Finding time to study
- Finding time to Study - there is little or no concern for those studying and how deadlines/management Impacts one's ability to study
- Getting the time to take the exams
- Getting time off to study
- Life / work balance; in this case, "life" = study time
- No paid time off to study
- Paid time off for studying and taking exams
- Paid time off to take exam
- Time management
- Time off for studying
- Too much overtime is expected of those in the exam ranks

- Trying to meet project deadlines and have the energy to study afterwards
- Workload leaves little free time

Encouragement / support
- I was at a different firm that did not give paid time off or bonus on licensure
- Lack of active encouragement
- Lack of confidence
- Lack of leaders being licensed - sends a message that it's not needed or highly regarded
- Lack of support from upper management (treated like rite of passage)
- No in-house access to continuing education
- Not understanding the materials
- Receiving good mentorship
- Studying/ testing felt like being on an island because no one really talked about their progress/ process
- Support on confusing topics

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Other Issues
- Collaboration between others taking tests
- Competition from unlicensed professionals
- Family responsibilities
- I had my own time obstacles not related to the firm
- I was at a small firm and did not have access to study groups or materials
- Lack of study partners to maintain study priorities
- No change in role/responsibility/credibility once licensed
- No obstacles, but to get the license you had to be self motivated because the firm owners didn't care at all
- Structural exam
- The firm was not an obstacle; it was separate from work
- Waiting too long to start taking exams

Experience
- AXP experience in construction admin is almost never available.
- Certain IDP categories were nearly impossible to complete due to lack of opportunities to perform tasks to fill the required hours
- Design and CAD work, not a large part of our firm's consulting work
- Finishing the bidding &a negotiation IDP section, when traditional B&N isn't followed at firm
- Getting all the right experience in a timely way
- Getting enough experience across certain IDP categories
- Getting experienced people to share their knowledge
- No access to construction observation IDP experience, no flexibility in gaining experience even though I am Not staffed on that project
- Site planning

Costs
- Cost of exams (firm only reimburses after you receive license)
- Having to pay a postponement fee due to work/ exam scheduling conflicts
- I was at a different firm that did not reimburse costs at all
- Lack of rewards for getting licensed - therefore it only happens through self motivation
- Money - not eating enough in order to pay exam fees
- No partial payment for study material
- Paying for exams out of pocket
- Paying for study materials - offering to pay for materials would lighten the load

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QUESTION FOUR

"What strategies or resources were most valuable in obtaining your license?" was asked of EPs. The question received 100 responses.

– 35% of EPs responses were related to study materials and an additional 17% were related to study groups. Combined, these account for 52% of EPs responses
– 19% of EPs responses were related to other issues
– 18% of EPs responses were related to persistence
– 11% of EPs responses were related to reimbursing the costs associated with licensure

Following are the EPs responses (edited to remove duplicates):

Study material / study groups
– AIA East Bay study group
– AIA peer study group to encourage and advise
– Archiflash cards
– ARE Hacks book
– ARE study materials
– AREcoach.org
– Ballast study materials
– Books
– Dave Ducette's study materials
– Doug Noble's NotLY group & classes
– Extra study material
– Finding the right study guides were critical
– Flash cards
– Forming study group within the office
– Independent study material research
– Kaplan study materials
– Local free study groups at USC
– Local study groups through the AIA
– Network of co workers in the same process
– Online forums
– Online tutor
– Personal study guides
– Study partners
– Taking as many practice exam questions as possible
– Weekend workshops
– Wu proactive exams

Other issues
– Asking when the next test will be taken
– Encouragement from principal architect
– Flexible schedule
– Leadership support
– Local AIA provided support and helpful seminars
– Meetings with direct mentors who could help with study concepts
– More communications with principals
– NCARB forum
– Online ARE forum to answer questions
– Online ARE forums where people could share information on study resources, advice on study strategies, and Answer questions
– Outside sources, blogs, forums, etc.
– Prep class that allowed me to focus on study instead of what to study
– Reading project delivery half of the AIA handbook several times

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- Salary Increase
- There were others in the office who recently took the exams, they provided advise on exam order
- Title Adjustment
- Working in a firm that actually does a variety of work so the CSE is not just theoretical, it is lived

Persistence
- Avoid taking too much time off between exams
- Dedicated study time
- Forgoing all else aside from studying. I also created a spreadsheet for tracking my studying which helped a lot
- Hard work and diligence
- Just doing it
- Making time for daily study in self-defined ideal study environment
- Making the time to study during lunch
- Personal deadlines - I needed to be licensed before I got married. Really forced me to study hard
- Personal focus & commitment to taking the exams
- Practice mock exams
- Practicing vignettes

- Scheduling tests as motivation to study
- Setting a study and testing schedule
- Study, study study
- Take all exams as fast as possible and not let time pass by, 7 exams in 12 weeks
- Weekend study time, focus

Reimbursement
- Allowing them time off to study
- Financial help
- Funds to take prep classes
- Paid study during work hours
- Paid time off
- Reimbursement for exam fees and study materials
- Reimbursement of exam fees

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QUESTION FIVE

"What licensing benefits are most attractive?" was asked of EPs. The question received 237 responses.

- 36% of EPs responses were related to opportunity
- 27% of EPs responses were related to accomplishment
- 25% of EPs responses were related to salary/bonus
- 12% of EPs responses were related to title

Opportunity
- A promotion
- Ability to Advance Career
- Ability to become senior associate some day
- Ability to form the correct business entity
- Ability to freelance as an architect
- ability to have my own practice
- Ability to practice independently
- Ability to practice nation-wide
- Accelerate career development
- Access to AIA events
- Access to information for growth
- Accountability
- Additional responsibility
- Auto insurance policy cost decrease
- Being able to leave architecture and return later
- Being able to take responsibility for my own projects
- Being nearly unlimited in career choices and types of projects I can work on
- Better marketability as individual/Leverage

- Broadened career path
- Can work as an US architect
- Clear path to advancement
- Cover professional liability insurance
- Freedom. Freedom to create my own projects, freedom to chart my own trajectory
- Full ownership of a project
- Future employment opportunities
- Increased access to AIA/CAB structure, volunteer requests
- Increased design opportunity
- Increased liability motivates increased engagement in practice
- increased management opportunity
- Increased security
- Independence
- Leadership
- New opportunities
- Not dependent on someone else to practice architecture
- Opportunity now to become a fellow in the AIA
- Professional advancement
- Providing better service for the company
- Reciprocity
- Resume builder
- Sole practice
- Stronger understanding of code by employees
- Supervisor responsibilities
- Support (from AIA)

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Accomplishment
- A Stamp
- Accomplishing the goal of becoming licensed
- Achieving a lifelong goal
- AIA membership
- Be more qualified at your job
- Better knowledge base
- Client and community respect
- Community Value (respect/access to boards/commission service)
- Completion
- Defines expertise from non licensed professionals
- Evidence that I might actually know a little something about what I do
- Gaining more respect from clients & community.
- I will allow myself to get a puppy
- Increased knowledge from studying process
- Increased perception of legitimacy among clients and practitioners
- Just finally being an architect was the greatest feeling for me
- Knowledge and ability to mentor others
- More trust from senior level staff
- Obtaining a level of recognition for the professional degree I earned
- Party/celebration
- Personal achievement
- Personally serving the community as a licensed architect
- Prestige
- Pride
- Professional credibility
- Professional/Expertise recognition

- Protection for professional services / payment
- Recognition
- Reflect persistence and an ability
- Relationship to the public - their trust in my proven ability
- Respect among peers
- Respect in the professional community and from GCs and owners
- Respect with clients.
- Sense of accomplishment
- Status in the community
- The self achievement and sense of accomplishment
- Treated better by jurisdictions
- Trust

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Salary / Bonus
- Ability to job hop for larger pay increase
- AIA dues paid!
- Better compensation
- Bonus + Salary Increase
- Bonus opportunity
- Continuous support to maintain license
- Financial incentives
- Licensing bonus
- Money (this is what I should be saying, but realistically the pay bump was fairly minor, so I don't really Consider it a perk)
- More pay but sadly don't really get much of an increase
- More time off
- Paid license and CE fees by firm

Title
- Ability to use the Architect title
- AIA moniker
- AIA next to name
- Being able to call myself an architect to laypeople and in job interviews without linguistic acrobatics
- Once an Architect always and Architect
- The ability to finally call myself an architect
- The title
- To finally put a legal title to all those school hours, internships and exams
- You can tell the client you are an architect

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Appendix

QUESTION SIX

"What benefits of emerging professionals becoming licensed are most attractive to your firm?" was asked of firm leaders. The question received 227 responses.

- 31% of firm leader responses were related to competency
- 26% of firm leader responses were related to commitment
- 25% of firm leader responses were related to marketing
- 18% of firm leader responses were related to responsibility

Competency
- Ability to handle all aspects of the profession
- Ability to require less oversight by sr. staff & partners
- Base knowledge of profession
- Be made aware of the level of architectural awareness
- Being licensed actually makes some potential employees less attractive because they expect to be paid more than non-licensed employees who are very skilled at some computer tasks
- Better knowledge
- Better rounded architects
- Better understanding of the practitioner's roles and contribution to projects and the studio
- Can be a resource to younger staff
- Certified professionalism and competence
- Contributes to office knowledge base
- Credibility
- Deeper understanding of the architectural big picture
- Diligent growth in the profession
- Expanded knowledge
- Experience equates to progress

- Experience to do larger projects
- Expertise and skill avoiding errors & omissions
- Familiarity with the programs and technology
- Faster
- Firm value licensure as benchmark of professional capability
- Give me a young guy, still early, just passed the test. not an old guy who waited so long his salary ask is too high to risk it on an unknown
- Greater competence
- Having requirements and training that cover a broad range of skill set
- Increased awareness of providing the service
- Increased competency of firm
- Increased understanding of the entire process of a project
- Leadership track
- Learning opportunities in practice
- Less risk with License
- Licensee's level of confidence
- Licensure is less valuable than gaining knowledge and skills
- More competent employees
- More knowledgeable
- Opportunities for promotion
- Potential for advancement
- Promotes well rounded experience leading to more versatile employees
- Provide effective solutions to project challenges
- Qualified knowledge base
- Shows they're serious
- Smarter
- Speak to a level of expertise in the industry

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- Stronger professional presence
- They are better architects
- They are informed and well rounded for the most part
- They are more confident and self assured
- Understanding the complex systems of design and construction
- Unfortunately, there isn't always a correlation between being licensed and being a good team member. The Increasing specialization of employees and training of non-architects for computer services makes the license Irrelevant for some of the most talented people
- Usually they take so long to get the license, they are really good, but too expensive

Commitment
- Advancing the employee's professional career
- Advancing the profession
- AIA support on need for continuing education
- Allows for clear path to self employment someday
- Associations with the AIA
- Candidates are serious about their career
- Commitment to a goal
- Commitment to career
- Commitment to learning
- Commitment to the profession
- Commitment to their own development
- Communicates commitment to continued education and growth
- Contributes to Firm Culture
- Demonstrated focused accomplishment
- Firm values self directed professional development
- Greater elan

- Greater independence
- Growth of new professional
- I know my people are very talented but others need the license to feel their talent is validated
- Improved path to advancement
- It perpetuates a culture of valuing professionalism
- It separates the self starters from the coasters (except when there is a test phobia)
- It shows a commitment to be the best they can be
- Keeps emerging professionals focused on attaining this goal after graduation
- Knowing the person has the drive to complete a goal
- Larger participation in AIA, etc.
- Licensure is the key to our profession. Nothing else compares
- More confidence
- None really- most interested in the passion
- partners are Fellows and Board members
- Path to leadership acknowledging licensure's role in development
- Personal satisfaction of completion
- Pride
- Professional accomplishment & advancement
- Professional involvement (as opposed to just showing up)
- Progress equates to success to everyone
- Raising the bar for desirability of licensed professionals
- See emerging professionals' commitment to practice
- Self esteem of the employee and an enhanced sense of self-direction
- Sets example for others
- Showing initiative
- Springboard for further development

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- The emerging professional is the most import object of moving ahead
- The process of completing their license helps better understand the risks and rewards of architecture and act more professionally
- They can serve the community as a well trained Architect in our firm
- They develop more professional self awareness and understanding
- They see themselves as having a profession, not just a job
- They take pride and ownership of their professional status
- Youth and energy

Marketing
- Adds credentials to the firm
- An increase in credibility of our professionals to clients
- Being able to identify licensed staff in client proposals
- Better representative of the firm
- Better reputation
- Billing rate
- Branding
- Client comfort that the firm has future leaders
- Client confidence
- Client perception
- Client's value licensure as benchmark of professional capability
- Clients want Architect as project manager
- Community & professional involvement
- Credibility with clients
- Expanding services to clients
- Firm prestige
- Firm profile
- Firm qualifications

- Greater Credibility with our Clients
- Increases firm's qualifications.
- Increases our ability to provide expanded service
- Marketing public perception of a licensed architect vs. a "designer"
- Marketing to clients and recruits
- Marketing to potential and existing clients
- More professionals able to represent firm to clients as full fledged architects
- Our public/institutional clients expect key team members such as Project Architect and PM to be licensed
- Owners what to see the staff licensed
- Prestige
- Promise of better quality performance for our clients
- Promote our profession
- Promoting the number of licensed professionals the firm employs
- Respect of clients for emerging professional
- RFP pursuits (licensing percentages count)
- The ability to market the professional as an "Architect"
- This all means more profit for the company
- Use the licensed professional in positions of authority
- We believe in the licensure of Architects as a basic starting point to present to clients
- We can charge more for this experience
- We can include them as Architects in proposals & billing

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Responsibility
- Able to accept greater project responsibility
- Awareness of professional responsibility
- Being able to expect the licensed person to want to move into greater roles, responsibilities (someone to increasingly rely on)
- Expanding responsibilities to licensed staff
- Firm ownership
- Greater responsibility
- Growing firm leadership
- Helps those that come behind us
- Increases employee's capabilities to contribute higher level of responsibility
- In-house comfort that the firm has future leaders
- Licensure is a good measure of young architect's overall understanding of the responsibility of an architect
- Licensure is a serious responsibility; new licensees begin to grow
- Making transition easier for retirement based employees
- Mentoring
- More knowledge means more responsibility
- More personal responsibility
- More responsibility means more projects can be run in the company
- More shared partner responsibilities
- Ownership succession / transition
- Shared responsibility
- Taking 'ownership' of their assigned tasks & health of the firm

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